



EASTERN SIERRA COUNCIL OF GOVERNMENTS (ESCOG)

RESCHEDULED REGULAR MEETING AGENDA

Wednesday, February 14, 2018

Mammoth Lakes Council Chamber –9:00 a.m.

**437 Old Mammoth Road, Suite Z
Mammoth Lakes, CA**

Board Members

Mono County Supervisor
Stacy Corless

Mono County Supervisor
Bob Gardner

Town of Mammoth Lakes Councilmember
Shields Richardson

Town of Mammoth Lakes Councilmember
John Wentworth – Chair

Inyo County Supervisor
Jeff Griffiths – Vice Chair

Inyo County Supervisor
Matt Kingsley

City of Bishop Councilmember
Jim Ellis

City of Bishop Councilmember
Karen Schwartz

NOTICE TO THE PUBLIC

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting please contact the Clerk of the Board at 760-965-3603. Notification 48 hours prior to the meeting will enable the City of Bishop or Town of Mammoth Lakes to make reasonable arrangements to ensure accessibility to this meeting. (See 42 USCS 12132, 28CFR 35.130)

NOTE: Comments for all agenda items are limited to a speaking time of three minutes.

- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**
- 4. Public Comment – Notice to the Public:** This time is set aside to receive public comment on matters not calendared on the agenda. When recognized by the Chair, please state your name and address for the record and please limit your comments to

three minutes. Under California law the Eastern Sierra Council of Governments Board is prohibited from generally discussing or taking action on items not included in the agenda; however, the Eastern Sierra Council of Governments Board may briefly respond to comments or questions from members of the public. Therefore, the Eastern Sierra Council of Governments Board will listen to all public comment but will not generally discuss the matter or take action on it.

5. Correspondence

Email from John Wentworth and press release with introductory information for Alterra Mountain Company.

6. Update and review of recent actions taken related to Mammoth Yosemite and Bishop Airports, recent Federal Aviation Administration (FAA) staff visit, and next steps regarding ESCOG's work related to supporting Reliable Regional Air Service.

7. Appoint City of Bishop member to Mono Inyo Airport Working Group Ad Hoc Committee

Appoint a member to the committee to replace former member Joe Pecsí.

8. Request Agency Endorsement for Prop 68: California Clean Water and Safe Parks Act (Wentworth)

9. Discuss Potential for the ESCOG to Pursue JPA Authority (Gardner)

10. Update and Discussion Regarding Eastern Sierra Recreation Partnership (Wentworth)

- a. Inyo National Forest: Management Plan - Update
- b. Eastern Sierra Recreation Coordinator (Mammoth Lakes + Mono County)

11. Identify ESCOG Priorities for 2018

12. Committee Updates

- ESCOG Joint Powers Authority (JPA) Ad Hoc Committee (Gardner, Griffiths, Schwartz, Wentworth,)
- Mono Inyo Airport Working Group (MIAWG) Ad Hoc Committee (Gardner, Griffiths, Wentworth)
- Inyo Mono Broadband Consortium (IMBC) Advisory Council

13. Board and Council Reports

14. Call for Agenda Items for Next Meeting

15. Adjournment

The ESCOG will adjourn to a regular meeting to be held on Friday, April 19, 2018 at 8:30 a.m. in the Bishop City Council Chamber.

ESCOG Committee Appointments 2018

Mono Inyo Airport Working Group

- Bob Gardner - Mono
- John Wentworth - Mammoth
- Jeff Griffiths - Inyo
- TBD – Bishop

ESCOG Joint Powers Authority (JPA) Ad Hoc Committee

- Bob Gardner - Mono
- John Wentworth - Mammoth
- Jeff Griffiths – Inyo
- Karen Schwartz - Bishop

Pam Kobylarz

From: John Wentworth
Sent: Wednesday, February 7, 2018 10:24 AM
To: Pam Kobylarz
Cc: Dan Holler
Subject: Wentworth - Alterra Mountain Company Item for ESCOG

Pam -

I'm wondering if we can add an informational update to the ESCOG Agenda:

- Agenda Item Name: Alterra Mountain Company - Informational Update
 - Item Name: Alterra Mountain Company - Overview/Introduction
 - Item Name: Alterra Mountain Company - CEO Announcement
 - Link: <https://www.alterramtnco.com/news/2018/02/07/ceo-announcement>

Thanks!

John Wentworth - Mayor
Town of Mammoth Lakes
760 934 1279 Mammoth
213 309 5637 Cel



Disclaimer: Public documents and records are available to the public as provided under the California Public Records Act (Government Code Section 6250-6270). This e-mail may be considered subject to the Public Records Act and may be disclosed to a third-party requester.



Media Contact:

Kristin Rust

Director Public Relations

Alterra Mountain Company

krust@alterramtnco.com

303-801-7271

**ALTERRA MOUNTAIN COMPANY APPOINTS RUSTY GREGORY
AS CHIEF EXECUTIVE OFFICER**

Highly Regarded Ski Industry Veteran Takes the Helm of New Destination Group

DENVER, CO, February 7, 2018 – [Alterra Mountain Company](#) today announced the appointment of Rusty Gregory as Chief Executive Officer. Mr. Gregory is an investor in the company and has been a member of the Board of Directors since the company's inception in August 2017. Mr. Gregory is an experienced travel industry executive and proven mountain resort innovator. His career in the ski industry spans 40 years starting as a lift operator at Mammoth Mountain in California where he rose through the ranks to become an owner and the company's Chairman and CEO for over 20 years.

Mr. Gregory will focus on establishing the newly-formed Alterra Mountain Company's culture and developing the growth, operating and guest service strategies for its platform of mountain destinations across North America, while leading its more than 20,000 employees.

"I'm thrilled to be leading the Alterra Mountain Company team in its formative years at such a pivotal time in the mountain destination industry. This is truly the opportunity of a lifetime: to work with so many highly respected industry leaders and some of the most iconic mountain destinations in North America," said Rusty Gregory, Chief Executive Officer of Alterra Mountain Company. "Together we will create a highly performing enterprise by focusing on what's important - our guests, our employees, and our mountain communities. We will build our business by enhancing and enriching the lives and experiences of each."

"Since the formation of Alterra Mountain Company, Rusty has served as a Senior Strategic Advisor and has been instrumental in creating its vision and direction. He has played a crucial role in the creation and collaboration of the Ikon Pass," said Eric Resnick, Chief Executive Officer of KSL Capital Partners. "He is a clear leader in the industry and a natural fit to lead Alterra Mountain Company into the future as well as execute on our promise to innovate while enhancing the unique nature of each of our destinations."

ALTERRA

MOUNTAIN COMPANY

Last month, Alterra Mountain Company launched the [Ikon Pass](#), a new pass product for the 2018-2019 winter season that combines the company's 12 destinations with 11 partners from six industry leaders - Aspen Skiing Company, Alta Ski Area, Boyne Resorts, Jackson Hole Mountain Resort, POWDR, and Snowbird.

"With the Ikon Pass, we have created an unrivaled platform that offers one-of-a-kind mountain experiences under one pass, by combining our portfolio of 12 destinations with 11 iconic mountain destination partners across North America," Gregory continued.

Mr. Gregory has experience in all facets of the ski industry and resort business, including time spent as a lift operator, equipment operator, lift maintenance and construction supervisor, ski instructor, heli-ski guide, Director of Human Resources and Chief Administrative Officer. He founded and operated Mammoth Heli-Ski in the 1980s, Mammoth Land and Development Company in the 1990s, and became an owner of Mammoth Mountain Ski Area in 1996. He engineered three sales of the company, increasing his ownership stake with each transaction. Sixty percent of Mammoth Mountain was sold to Intrawest in 1996, and the entire enterprise was sold to Barry Sternlicht's Starwood Capital Group LLC and co-investors David Bonderman of TPG and Jonathan Nelson of Providence Equity in 2005.

In September 2014, Mr. Gregory led the acquisition of Southern California's largest and most popular ski and snowboard destination, Big Bear Mountain Resort, and created Mammoth Resorts, bringing Mammoth Mountain, June Mountain, Bear Mountain and Snow Summit under one umbrella. He then led the July 2017 sale of Mammoth Resorts to Alterra Mountain Company.

Mr. Gregory is past Chairman of the National Ski Areas Association, Trustee of the U.S. Ski and Snowboard Team Foundation, and Trustee and past Vice Chairman of the Yosemite Conservancy. He was appointed by Governor Arnold Schwarzenegger as Commissioner of the California Travel and Tourism Commission where he served as CFO and Vice Chairman. He is also the Founder and Chairman of the University of California Santa Barbara's Valentine Reserve Environmental Research Fund.

"We are happy to welcome Rusty to the helm of Alterra Mountain Company and look forward to our continued collaboration," said Bill Crown, Alterra Mountain Company Board Member and Partner of Henry Crown and Company. "We thank Bryan Traficanti for his service and leadership as Interim Chief Executive Officer and are pleased to have his continued guidance as a Board Member."

Gregory will be based out of Alterra Mountain Company's headquarters in Denver, Co. Bryan Traficanti, interim CEO, will return to KSL Capital Partners, LLC as Head of Asset Management and remain a board member of Alterra Mountain Company.

ALTERRA

MOUNTAIN COMPANY

About Alterra Mountain Company

Alterra Mountain Company is a family of 12 iconic year-round destinations, including the world's largest heli-ski operation, offering the Ikon Pass, the new standard in season passes. The company owns and operates a range of recreation, hospitality, real-estate development, food and beverage and retail businesses. Headquartered in Denver, Colorado with destinations across the continent, we are rooted in the spirit of the mountains and united by a passion for outdoor adventure. Alterra Mountain Company's family of diverse playgrounds spans five U.S. states and three Canadian provinces: Steamboat and Winter Park Resort in Colorado; Squaw Valley Alpine Meadows, Mammoth Mountain, June Mountain and Big Bear Mountain Resort in California; Stratton in Vermont; Snowshoe in West Virginia; Tremblant in Quebec, Blue Mountain in Ontario; Deer Valley in Utah; and CMH Heli-Skiing & Summer Adventures in British Columbia. We honor each destination's unique character and authenticity and celebrate the legendary adventures and enduring memories they bring to everyone. Alterra Mountain Company also owns Honua Kai Resort and Spa in Hawaii. For more information visit www.alterramtnco.com.

About Ikon Pass

The Ikon Pass is the new standard in season passes, connecting the most iconic mountains in North America and delivering authentic, memorable snow adventures. Brought to you by Alterra Mountain Company, the Ikon Pass unlocks access to a community of diverse destinations you want to ski and ride, including Aspen Snowmass, Steamboat, Winter Park Resort, Copper Mountain and Eldora in Colorado; Squaw Valley Alpine Meadows, Mammoth Mountain, June Mountain and Big Bear Mountain Resort in California; Jackson Hole Mountain Resort in Wyoming; Big Sky in Montana; Stratton and Killington in Vermont; Snowshoe in West Virginia; Tremblant in Quebec and Blue Mountain in Ontario, Canada; Sunday River and Sugarloaf in Maine; Loon Mountain in New Hampshire; and Deer Valley Resort, Alta and Snowbird in Utah. Special offers will also be available at CMH Heli-Skiing & Summer Adventures, the world's largest heli-skiing operation. For more information on the Ikon Pass, visit www.ikonpass.com.

About KSL Capital Partners, LLC

KSL Capital Partners, LLC is a private equity firm specializing in travel and leisure enterprises in five primary sectors: hospitality, recreation, clubs, real estate, and travel services. KSL has offices in Denver, Colorado; Stamford, Connecticut; and London. Since 2005, KSL has raised approximately \$8.2 billion of capital across both debt and equity funds. KSL's current portfolio includes some of the premier properties in travel and leisure. For more information, please visit www.kslcapital.com.

About Henry Crown and Company

Henry Crown and Company, through a newly formed affiliate, is a minority investor in the new joint venture Alterra Mountain Company. Henry Crown and Company dates back to the early 1900's when Henry Crown and his brothers started Material Service Corporation, which was later merged into General Dynamics. Today, the Crown's family assets fall into four broadly defined categories, including publicly traded securities, real estate, investment funds, and privately held operating companies, including Aspen Skiing Company, L.L.C. Aspen Skiing Company owns and operates the four mountains of Aspen Snowmass – Snowmass, Aspen Mountain, Aspen Highlands, and Buttermilk – as well as hospitality properties The Little Nell, Residences at The Little Nell, Limelight Aspen, and Limelight Ketchum in Ketchum, Idaho. In addition, Aspen Skiing Company owns and operates numerous retail and rental locations through the resort and the Roaring Fork Valley. Aspen Skiing Company, LLC is one of the Henry Crown and Company entities which owns Alterra Mountain Company. Aspen's mountains and properties will continue to be run directly by Aspen Skiing Company and not by Alterra Mountain Company. For more information, visit www.aspensnowmass.com.

Pam -

Please add this web URL for Prop 68 to the Prop 68 item - this just came in this AM - thanks!

<https://yes68ca.com>

John

John Wentworth - Mayor
Town of Mammoth Lakes
760 934 1279 Mammoth
213 309 5637 Cel



THE CALIFORNIA CLEAN WATER & SAFE PARKS ACT

PROTECTING WHAT MATTERS.
PREPARING FOR THE FUTURE.



Ensuring Clean Drinking Water

- + Cleans up and protects our drinking water supplies
- + Protects streams and rivers that provide drinking water from pollution



Safe Parks for Every Child

- + Improves the safety of neighborhood parks throughout California
- + Helps ensure every California community has access to quality parks



Preparing for the Next Drought

- + Smart, proven, efficient solutions to secure future water supplies
- + Restores groundwater, which was severely drained in the last drought



Protecting Our Coastline and Natural Areas

- + Increases access to our coast and beaches
- + Restores and protects our natural areas and implements wildfire protection measures



Helping Communities That Lack Clean Water

- + Keeps toxic pollution out of our drinking water
- + Provides safe drinking water to communities with contaminated water



Increasing Local Water Supplies

- + Cleans up groundwater and funds water recycling projects
- + Captures more stormwater and prevents flooding

THE CALIFORNIA CLEAN WATER & SAFE PARKS ACT Investment Priorities

ENSURING CLEAN DRINKING WATER

- + \$250 million for clean drinking water and drought preparedness
- + \$80 million for groundwater cleanup
- + \$290 million for regional water sustainability, including \$50 million for groundwater sustainability planning
- + \$100 million to enhance water supplies by recycling water and helping farms conserve water

PROTECTING LOCAL COMMUNITIES FROM FLOOD

- + \$550 million for flood protection and repair, including \$350 million for flood protection, \$100 million for stormwater, mudslide, and other flood-related protections, and \$100 million for urban multibenefit flood projects

PROTECTING CALIFORNIA'S RIVERS, LAKES AND STREAMS

- + \$162 million for river parkways and urban streams restoration
- + \$30 million to connect habitat areas, including \$10 million for the California Waterfowl Habitat Program
- + \$25 million to restore rivers and streams in support of fisheries and wildlife, including \$5 million for salmon and steelhead projects in Klamath-Trinity watershed
- + \$60 million to improve wildlife and fish passage, including \$30 million for Southern California steelhead habitat
- + \$60 million for upper watersheds protection in the Sierra Nevada and Cascades
- + \$30 million to improve conditions for fish and wildlife in streams

PROTECTING COAST, BEACHES, BAYS, AND OCEANS

- + \$175 million for coastal and ocean resource protection of beaches, bays, wetlands, lagoons, and coastal watersheds and wildlife areas
- + \$40 million to assist coastal communities in adapting to climate change
- + \$20 million for San Francisco Bay restoration

SAFE PARKS FOR EVERY CHILD

- + \$725 million for parks in neighborhoods with the greatest need
- + \$285 million to cities, counties, and local park and open space districts to make local parks safer and improve facilities
- + \$218 million to repair and improve state parks

IMPROVING RESILIENCE TO CLIMATE CHANGE


- + \$30 million for innovative farm practices that improve climate resilience
- + \$50 million for forest restoration, fire protection and management for wildfire and climate change
- + \$40 million to restore natural and community resources, including conversion of fossil fuel power plants to green space
- + \$20 million for green infrastructure projects that benefit disadvantaged communities

CONSERVING AND PROTECTING NATURAL AREAS

- + \$160 million to state conservancies, including \$87 million for rivers, lakes and streams, and \$73 million for open green space
- + \$200 million to restore the Salton Sea and prevent toxic air pollution
- + \$137 million to the Wildlife Conservation Board, including \$5 million for regional conservation investment strategies, \$52 million for Natural Community Conservation Plan projects, and up to \$10 million to the UC Natural Reserve System
- + \$200 million to implement habitat restoration
- + \$50 million to repair and improve state fish and wildlife areas

PROMOTING RECREATION AND TOURISM AND SUPPORTING CONSERVATION JOBS

- + \$25 million in grants for rural recreation, tourism and economic enrichment programs
- + \$30 million to improve access to parks, waterways, natural areas, and outdoor recreation areas, including expanding outdoor experiences for disadvantaged youth
- + \$40 million for state and local conservation corps for restoration projects and equipment
- + \$18 million for wildlife and land conservation



Paid for by Californians for Clean Water and Safe Parks, sponsored by Conservation Groups. Committee major funding from
The Nature Conservancy
Conservation Action Fund for clean water and parks, sponsored by environmental organizations
Committee for Clean Water Natural Resources and Parks

The **CALIFORNIA CLEAN WATER & SAFE PARKS ACT**

FOR IMMEDIATE RELEASE:

February 1, 2018

CONTACT:

Dagny Akeyson
dakeyson@fionahuttonassoc.com
(818) 760-2121

CLEAN WATER & SAFE PARKS CAMPAIGN LAUNCHES WITH BROAD COALITION

Crucial Effort to Fund Clean Drinking Water & Safeguard the State's Natural Resources

Los Angeles, CA – The California Clean Water & Safe Parks Act campaign ([Yes on Proposition 68](#)) today announced support from a broad coalition of water experts, conservation groups, local government organizations, park advocates, public health organizations and business groups who all recognize the need to authorize critical investments in our state's water and natural resources. Proposition 68 is a general obligation bond – approved by Governor Jerry Brown and the California State Legislature (SB 5 de León) – that will appear on the June 2018 statewide ballot and will invest \$4 billion in the coming years to address some of the state's most important water, park, and natural resource needs.

"Access to safe, clean drinking water is a fundamental human right, but today more than one million Californians are living without this guarantee. Unless we address this growing problem, more Californians will suffer from contaminated drinking water supplies," said **Senate President pro Tempore Kevin de León** (D-Los Angeles). "California voters will have the opportunity to invest in the quality of our water and our natural resources by voting 'yes' on Proposition 68."

In June, California voters will act on some of the most critical issues facing the state as they consider Proposition 68, which will help make California's water supplies more secure, make needed investments in drought preparedness and ensure every California community has access to safe, quality parks. The measure will fund projects to ensure clean drinking water throughout California, protect communities from floods, safeguard our state's oceans, rivers, lakes and streams and build new outdoor spaces in neighborhoods with the greatest need.

"In the last decade, California has experienced a historically volatile water supply as we swung from years of record drought to periods of intense flooding that have critically strained our infrastructure," said **Timothy Quinn, Executive Director of the Association of California Water Agencies**. "It's crucial that we authorize funding to prepare ourselves for the water supply challenges we will inevitably face in the years ahead."





California is facing increased threats from droughts and wildfires that are becoming more frequent and severe with climate change. Proposition 68 will provide critical resources to prepare California to weather these challenges, while also investing in underserved communities that currently lack access to safe drinking water and safe parks for kids to play. Proposition 68 directly tackles these inequalities by providing funds to clean up contaminated local water supplies and by making important investments in neighborhood parks in underserved areas.

“Clean water, protection of natural resources and access to parks are critical quality of life issues for all Californians,” said **Mike Sweeney, Executive Director of The Nature Conservancy in California**. “The California Clean Water & Safe Parks Act delivers on those needs – particularly focusing on underserved areas of our communities.”

A healthy California economy and business environment relies on a high quality and reliable water supply. “Proposition 68 will help fund groundwater clean-up, flood protection, clean drinking water and other critical investments in our water infrastructure,” said **Allan Zaremborg, President and CEO of the California Chamber of Commerce**. “Proposition 68 is a priority investment in California’s economy and business environment.”

The measure will also help California deliver on the goal of providing accessible, safe parks for every child. “Parks and green space are the foundation of healthy, livable communities,” said **Mary Creasman, California Director of Government Affairs for The Trust for Public Land**. “One in three Americans does not have a park within a 10-minute walk from home - Proposition 68 takes this important issue head-on in California to create safe, accessible parks in underserved communities that lack outdoor places for children to play.”

Proposition 68 is supported by a wide range of stakeholders and organizations, including the **Association of California Water Agencies, The Nature Conservancy, California Chamber of Commerce, League of California Cities, American Heart Association, California State Parks Foundation, Save the Redwoods League, Southern California Water Coalition, League of Women Voters of California, PolicyLink, TreePeople, Metropolitan Water District of Southern California, The Wildlands Conservancy, Audubon California, Heal the Bay, Clean Water Action** and many more.

For more information on the initiative, please visit the Prop 68 campaign [website](#), check out our [fact sheet](#), [endorse](#) the measure, or explore the bond’s [investment priorities](#).

Paid for by Californians for Clean Water and Safe Parks, sponsored by Conservation Groups Committee major funding from The Nature Conservancy.

Conservation Action Fund for clean water and parks, sponsored by environmental organizations
Committee for Clean Water Natural Resources and Parks



The Committee *for* Clean Water, Natural Resources & Parks

SB 5 Bond Measure: Recreation, Tourism & Business

The Committee for Clean Water, Natural Resources, and Parks (CWNRP) members worked hard alongside state legislators to successfully pass SB 5, a bond measure that voters will decide in June 2018. If passed by voters, the SB 5 Bond Measure will provide to state agencies:

- \$4 billion total in natural resources investments that support California's \$87 billion outdoor recreation and tourism industry
- \$60 million for projects that enhance recreation, tourism, and investments, including nonprofit visitor centers, aquariums and science centers
- \$30 million for lower cost coastal accommodations grants to public agencies and nonprofit organizations, and \$30 million for lower cost coastal accommodations in state parks
- \$25 million for new recreational opportunities, tourism and economic vitality in rural communities
- \$443 million for climate adaptation and resiliency projects, including projects that improve and protect coastal and rural economies and develop future recreational opportunities
- \$30 million for parks and parks facilities grants, including regional sports complexes
- \$3 million for projects that support a Russian River regional use plan that promotes cooperative public recreation and commercial activity alongside restoration and protection
- \$5 million for improvements in and around Clear Lake that provide restoration and public recreation
- \$18 million for wildlife conservation grants, including provision of hunting and other wildlife-dependent recreational opportunities to the public through voluntary agreement with private landowners

**A thriving California for all.
Join CWNRP.**

CWNRP and its partners are waging a vigorous campaign to ensure that voters approve the SB 5 Bond Measure at the June 2018 ballot. We are building the coalition and encouraging local engagement, raising a collective voice, and providing a platform for support. Members include California Outdoor Recreation Partners, Sierra Business Council, The California State Parks Foundation, The Trust for Public Land, Sempervirens Fund, California Park and Recreation Society, California Association of Local Conservation Corps, Community Nature Connection, Los Angeles Neighborhood Land Trust, Friends of the LA River, Rails-to-Trails, The Escondido Creek Conservancy, East Bay Regional Park District, Bay Area Open Space Council, California Trout, California Council of Land Trusts, Endangered Habitats League, Sierra Nevada Journeys, American Farmland Trust, and Placer Land Trust.



The Committee *for* Clean Water, Natural Resources & Parks

SB 5 Bond Measure:

Local Government & Smart Growth Communities

The Committee for Clean Water, Natural Resources, and Parks (CWNRP) members worked hard alongside state legislators to successfully pass SB 5, a bond measure that voters will decide in June 2018. If passed by voters, the measure would provide \$4 billion that would reduce local spending, lower disaster risk and associated costs, increase local and regional revenues, create local jobs, and foster thriving, sustainable communities.

THE SB 5 BOND REDUCES LOCAL SPENDING

- ✓ Allows local governments to build water projects that reduce operating costs by increasing water efficiency or allowing local entities to purchase less water
- ✓ Allows local governments to make required repairs to park infrastructure and complete other needed parks projects consistent with existing city, county, or district park expenditure plans
- ✓ Allows local governments to undertake needed flood protection projects and avoid flooding costs
- ✓ Allows local governments to provide essential protections for their communities against climate change impacts, and avoid costs associated with climate change impacts

THE SB 5 BOND INCREASES LOCAL REVENUE

- ✓ Allows local governments to develop visitor centers, county fairs, aquatic facilities, fitness centers, regional sports complexes, and other revenue-earning attractions
- ✓ Allows local governments to update, expand and acquire parks, and generate local revenue from park programming and private events
- ✓ Allows local governments to acquire or expand open space, green infrastructure, urban forestry, efficient landscaping, bike and walking paths, trails and other smart community growth features that create local revenues via increased property values, business influx, and diverse income earners, among other things
- ✓ Allows local governments to enhance or create place-specific revenue-earning recreational and tourism opportunities

THE SB 5 BOND CREATES LOCAL JOBS

- ✓ Grows and supports California's \$92 billion outdoor recreation economy with over 700,000 local jobs and billions of dollars in local and state revenues
- ✓ Grows and supports California's tourism economy
- ✓ Provides up to 5% of bond funds for community workforce development
- ✓ Provides that to the extent practicable a project that receives bond funds will provide workforce education and training, contractor, and job opportunities for disadvantaged communities

Thriving local communities for all.

Californians for Clean Water and Safe Parks Endorsement Form



Please list me/my organization/company as a supporter of the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access For All Act of 2018. This measure includes much needed investments to create and improve parks in urban communities; protect and restore natural resources; and improve California's flood protection system. These investments will benefit communities all across California by improving public health and environmental protection and bringing jobs to urban and rural communities.

Please select a category:

☐ Organization

☐ Company

☐ Individual

**Be sure to indicate whether you are signing up on behalf of your organization/company or if you would like to be listed as an individual supporter.*

Please complete the following information:

Company or Organization Name/Employer

Name

Title/Occupation

Street address

City

State

Zip

County

Phone number

Mobile number

E-mail Address

Signature (Required)

Date

I/We can help Californians for Clean Water and Safe Parks in the following ways:

☐ Inform and recruit others (e.g., communicate with my personal and professional networks, volunteer/speak at local events)

☐ Participate in media activities (e.g., write an opinion editorial or letter-to-the-editor)

☐ Other _____

Please return this completed form to ariel@caleec.com or mail it to 1121 L Street, Suite 309, Sacramento, CA 95814

Paid for by Californians for Clean Water and Safe Parks, sponsored by Conservation Groups. Major funding by Conservation Action Fund and the Committee for Clean Water, Natural Resources, and Parks

FPPC ID # 1399547

1100 11th Street, 5th Floor, Sacramento, CA 95814

Eastern Sierra Council of Governments Workshop

Joint Powers Agreements

Government Code sections 6500 et seq.

Two basic types:

1. Joint Powers Agreement created to jointly exercise shared powers

“Two or more public agencies by agreement ***may jointly exercise any power common to the contracting parties***, including, but not limited to, the authority to levy a fee, assessment, or tax, even though one of the contracting parties may be located out of state. It shall not be necessary that any power common to the contracting parties be exercisable by each such contracting party with respect to the geographical area in which such power is to be jointly exercised.” (Gov’t Code § 6502.)

Example: Whitmore Animal Shelter and Recreational Center Joint Powers Agreement (provides for joint management of the facilities by Mono County and the Town of Mammoth Lakes)

2. Joint Powers Agreement to create a separate agency or entity to exercise shared powers

“Whenever a joint powers agreement provides for the creation of any agency or entity that is separate from the parties to the agreement and is responsible for the administration of the agreement, such agency or entity shall, within 30 days after the effective date of the agreement or amendment thereto, cause a notice of the agreement or amendment to be prepared and filed with the office of the Secretary of State.” (Gov’t Code § 6503.5.)

Example: Eastern Sierra Transit Authority (Counties of Inyo and Mono, and cities of Bishop and Mammoth entered into a Joint Powers Agreement establishing ESTA as a separate entity that administers the JPA)

Powers that may be exercised pursuant to a JPA

Any power shared by the contracting parties, as limited or defined by the Joint Powers Agreement itself.

“The joint exercise of powers act, as found in § 6500 et seq., basically provides a procedure or manner whereby existing powers may be exercised by cooperative action, rather than granting new powers.” (11 Op.Atty.Gen 191, 4/21/48.)

Statewide examples (from case law):

- A. Airports
- B. Building construction and operation
- C. Fire prevention
- D. Flood control
- E. Groundwater management
- F. Garbage disposal
- G. Highways
- H. Insurance
- I. Irrigation
- J. Care of tuberculosis patients
- K. Laundry services
- L. Local emergencies

- M. Personnel services
- N. Plant disease control
- O. Police protection
- P. Population estimates
- Q. Rehabilitation Services
- R. Sewer systems
- S. Surveys
- T. Workers compensation

Councils of Governments (COGs)

There are approximately 60 COGs (including transportation agencies) statewide. These were created either by **JPA** or by **statute**

1. COGs created by JPA

Of those identified, all were of the type that creates an agency or entity that is separate from the contracting parties.

Examples:

- A. SACOG – Sacramento Area Council of Governments
- B. San Joaquin Council of Governments
- C. Kern Council of Governments
- D. Fresno Council of Governments
- E. AMBAG - Association of Monterey Bay Area Governments
- F. ABAG- Association of Bay Area Governments
- G. All 45 COGs that are members of CalCOG (acc. to CalCOG Executive Director Bill Higgins)

2. COGs created by statute

Examples of powers exercised by COGs in California

Many COGs serve as metropolitan planning organizations (MPOs)

Many COGs serve as regional transportation planning agencies (RTPAs)

Other

Forum for study and discussion of regional issues

Approve the distribution of affordable housing

Assist in planning for transit, bicycle networks, clean air, and airport land uses

Economic development

Open space and farmland protection

Housing production and affordability

Trails

Natural hazard risk assessment

Economic resiliency

Energy management and telecommunications services

**Mammoth Lakes Town Council
Agenda Action Sheet**

Meeting Date: February 07, 2018

Prepared By: Daniel C. Holler, Town Manager

Submitting Department: Administration

Title: Consideration of Proposed Joint Town-County "Eastern Sierra Recreation Coordinator" Position.

Recommended Motion: Provide approval of the preferred option to proceed with the proposed jointly funded Eastern Sierra Recreation Coordinator position.

Background Information: The recreational experience in Mono County and Mammoth Lakes is key to the quality of life for local residents and is the value proposition for the visitor experience that drives our local economies. The Town has played an active role as a regional stakeholder in the USFS effort to update the Inyo National Forest's Management Plan. The current draft of the Management Plan, which is slated for final public review and comment prior to a formal record of decision by the Inyo's Forest Supervisor, features the values of "Sustainable Recreation" as fundamental to its goals and desired outcomes. Representatives of the Town, Mono County and the US Forest Service (at the local, regional and national level) have been in active discussions on a variety of opportunities to enhance sustainable recreational programs in the region. This includes coordination on the Inyo and the Humboldt Toiyabe National Forests and on Town and County property. All parties recognize the impact that shrinking federal budgets is having on local National Forests, the fundamental role that amenities provided on local National Forests and public lands play in local economies, and the critical need to establish working and effective partnerships. As part of a larger exploration of opportunities for partnership, Mono County and the Town have developed the concept of a shared staff position. The proposal before the Town Council is for the creation of a Town position that is jointly funded and directed by the Town and County. The attached staff report walks through the identified benefits and structure of the position. A separate agreement with the County is being developed and challenge cost share agreements with the Forest Service are anticipated as well. The position will be focused on achieving a variety of mutually identified projects and programs. The estimated cost of the position for a full year is \$142,000. The County has allocated \$50,000 for this effort, with the Town to consider committing the remaining \$92,000. Staff is recommending that \$67,000 come from the General Fund and to request consideration through Mammoth Lakes Recreation for \$25,000 if funding is authorized to proceed. Staff is requesting Council direction on proceeding forward with the position at this time to include funding and approval to start the recruitment process. The staff report outlines the options that Council may consider in proceeding.

Attachments:

-

**TOWN COUNCIL
STAFF REPORT**

Title: Proposed Joint Town-County "Eastern Sierra Recreation Coordinator" Position

Prepared By: Daniel C. Holler, Town Manager
Cassandra Mance, Human Resources Manager

Background:

As part of a larger exploration of opportunities for partnership between the Town of Mammoth Lakes, Mono County, and the US Forest Service, Mono County and the Town have developed the concept of a shared staff position. At the December 20, 2017 Town Council meeting, Town staff were given direction to bring back to Town Council information relating to a joint Town of Mammoth Lakes and Mono County recreation-focused position. The request for information included a position description, salary range, proposed term, budget implications, and any other information put forward by the partners in this effort.

A "working group" consisting of Town, Mono County, and US Forest Service staff and elected officials came together to define the position description, salary range, and to draft the associated agreements required for the administration of this position. The "white paper" presented to Town Council as part of the December 20, 2017 agenda packet provides information on the need for the position. A summary of the agreed upon needs and potential benefits of the position are outlined below and reflected in the job description. The remainder of this report provides the information requested by Town Council, along with other pertinent information put forward by the parties.

Analysis/Discussion:

Town, County, and USFS staff and elected officials have worked together to more clearly define the potential benefits of the proposed position. A non-exclusive summary of key benefits is as follows:

- The reduction in funding at the national level has exacerbated the decline in the quality of existing recreation infrastructure in both the Town of Mammoth Lakes and throughout Mono County on federal public lands.
- At the federal level, there is renewed support for local agencies to partner with federal land management agencies to add new means and resources to preserve and enhance recreation assets and economy.
- The opportunity exists to collaborate and enhance communication with federal agencies, where national direction is promoting the development of local agreements that will facilitate this kind of local assistance.

- Through collaboration among agencies, the Town and County will be well positioned to take advantage of existing and future funding opportunities related to recreational and community asset development that will enhance the local economy.
- Potential for new grant opportunities from California Proposition 68, the Parks, Environment, and Water Bond if passed by the Voters on June 5, 2018, through direction and input into the design and implementation of recreation qualifying infrastructure projects.
- Renewed relationship through the USDA for economic development related funding for rural areas including support for enhancing the recreational economy (see Exhibit C).
- Areas of immediate need to be addressed:
 - Permitting facilitation and clean-up (i.e. use permits, film permits, other agreements)
 - Maintenance and staffing of visitor centers
 - Existing “hard infrastructure” including bathrooms, pavement maintenance, water, sewer, other buildings
 - Existing “soft infrastructure” including trail maintenance, signage, campground service
 - County/Town recreational infrastructure maintenance, rehabilitation and new projects identification and work program development

The “white paper” presented various options for the structure and organization of the position. The agreed upon structure is for the position to be a “Town” position, with three out of five workdays dedicated to performing work for the Town and two days dedicated to performing work for the County. A written agreement between Mono County and the Town is in progress. The agreement outlines the specific terms and conditions agreed upon by each party and is pending legal review.

To facilitate work with the Forest Service, the development of a “Challenge Cost Share” agreement(s) is required. The Forest Service Washington Office is assisting in the determination and drafting of the appropriate agreement(s) as the work will include two forests and potentially other land management agencies such as the BLM.

Staff has discussed the impact that similar positions have had on securing USDA related funding. There are a number of funding sources that may be considered as outlined in Exhibit C. Based on USDA staff representations, having a person to develop front end information and then work with USDA on specific, ‘best fit’ applications has greater funding results. The funding includes both low interest loans and grants. The funds can be for projects on federal land as well as Town or County specific projects. The grant program is very competitive and having a dedicated person allows better up-front review and analysis of likely success. The loan program has minimal competitiveness issues and is tied more to qualifying the proposed projects. Of course, this assumes a local revenue source is available for debt service.

A similar success ratio is anticipated for potential state grant funds that may be available currently and with the potential passage of Proposition 68. Several of the grant programs require “shovel” or close to “shovel” ready projects. For the recreational type projects being considered, the Town and County have very limited capacity to complete the initial screening, priority setting, and budget development for project and in some cases, the completion of environmental work. This position will add capacity at this level, especially for projects on federal land.

For the Town, the position will provide some level of added capacity to the current Trails program. The program includes the development of capital projects such as new trails, trailheads, public facilities (i.e. restrooms and parking) and related improvements. This includes working with Mammoth Lakes Recreation, the Mammoth Trails Committee, and the Recreation Commission. The integration of the projects will create opportunities for the Town to leverage Measure R and U investments in our recreational amenity base.

Job Description

A comprehensive job description for the proposed position was developed by the working group and is included as Exhibit A. The position description incorporates the various needs and expectations of all participating agencies and reflects education and experience requirements that align with comparable USFS and Town positions in similar classifications. Due to the nature of the work, duties and responsibilities, this is an exempt, management level position.

While the description is somewhat expansive, it is anticipated that specific tasks and focus will be refined by the partner agencies to maximize the skills and abilities and available time of the selected person. The initial focus will be on achieving the benefits outlined above and addressing immediate needs as appropriate. Given the uncertainty of future funding for this position, the unique reporting structure (Town and County) and the division of duties between Town and County, the position is recommended to be an at-will, contracted position, as provided for in the Town's Personnel Ordinance and rules. The employee would be subject to similar terms, conditions, and benefits of employment as other Town contract employees classified as at-will. The proposed initial term is three years. The reporting relationship is through the Town Manager and the County CAO. The Town will take the lead on the position as the hiring agency with ongoing participation of the County and local US Forest Service staff to guide the success of the position for all partner agencies.

Financial Considerations:

The primary cost of the position is the compensation package. Additional operating costs will be incurred and need to be funded, estimated to be approximately \$10,000. The operating costs will be refined as part of the Town's budget process. The salary range for the proposed position was determined based upon the requirements of the position description, a review of related federal positions and the Town's position and compensation matrix. Based on this review, the recommended salary range is \$68,000 - \$83,300. This overlaps the federal GS 11 and GS 12 ranges and overlaps similar professional level positions within the Town. The estimated total compensation for the first year ranges from \$122,208 to \$131,822. This assumes a starting salary of \$68,000 with the differences related to retirement status with PERS and medical costs. For budget purposes, the higher amount is recommended plus the \$10,000 for operations (total cost rounded to \$142,000).

Funding

Exhibit B shows the total cost of the position assuming it starts at the beginning point of the salary range and shows the estimated cost over three years based upon annual merit increases of five percent, consistent with merit increases awarded to other Town employees. The cost differences noted above are

reflected in the Exhibit. These estimates are exclusive of any cost of living adjustments (COLAs) that may be considered in future fiscal years.

The Council requested information related to other potential positions that may be considered for funding in the FY18-19 budget. The total cost of the proposed position is shown in relation to other Town positions that may be considered through the budget process. This includes: Police Officer; Public Works Maintenance Worker; Parks Maintenance Worker; Temporary Snow Removal Operator; and Temporary Parks Maintenance Worker. The funding of these positions are assumed to be funded solely by the Town. It should not be assumed that any of the other positions would be funded if the Eastern Sierra Recreation Coordinator should not be funded. Each position is to be considered on its own merit. Due to the partnership with Mono County, a renewed partnership with the Forest Service, potential new funding sources and the ongoing operational (permitting) needs, the proposed position is being requested for consideration at this time. If approved to proceed, the position may go under additional review as part of the budget process over the next few months.

For FY18-19 the recommended funding structure for the position includes \$50,000 from Mono County and the remainder of \$92,000 to come from the Town of Mammoth Lakes. If approved, it is recommended that a request of \$25,000 in funding from Measures R and U be submitted to Mammoth Lakes Recreation (MLR) for consideration. This application will need to be submitted in February for funding consideration with other budget requests and recommendations to be made to the Town Council for the FY18-19 budget by MLR. The remaining \$67,000 is to come from the Town's General Fund.

Mono County has made a financial commitment of \$50,000 in their 2017/18 fiscal year budget. It is assumed these funds would be carried forward for FY18/19 based on the current hiring date of the position. Funding from the County for future fiscal years is to be determined and subject to future allocations. Should the County continue to fund \$50,000 per fiscal year for three years, for a total cost of \$150,000, the Town will be required to absorb a cost of between approximately \$232,000 and \$261,000 over the three-year period. Obviously, this amount will decrease if County funding is increased.

If authorized by Council to proceed, the position may be filled by June 1. However, based on the recruitment for the Town's Trails Manager/Coordinator the process may take longer. If hired before the start of the new fiscal year, there is anticipated budgetary savings available to provide for the first month of costs. The draft agreement between the County and the Town outlines that both parties shall evaluate, on an annual basis, the costs associated with the position and the respective benefits and deliverables to each organization. Both agencies will be involved in the evaluation of the employee as well.

Options

Option 1. The Town Council may authorize staff to proceed with the funding of the proposed position in the FY18-19 budget (estimated at \$142,000) and authorize the initiation of the recruitment for the position. During the recruitment process, the agreement between the Town and County will be finalized. To facilitate work with the Forest Service, a challenge cost share agreement (or similar agreement) will also be prepared. This option allows the position to be hired in a timely manner, with a goal to have a person on board for summer 2018. The timing allows the Town to follow Mammoth Lakes Recreation's

timeline for consideration and recommendations to the Council for the expenditure of Measure R and U funds. If there are budgetary concerns that come forward in the next few months, the hiring of the position may be delayed or terminated.

Option 2. The Town Council may provide direction to bring the position and funding forward for additional consideration over the next few months as part of the detailed budget process. This will delay the hiring of the position, likely until fall of 2018 and delay the finalizing of the agreements with the Forest Service and Mono County.

Option 3. The Town Council may provide direction to not pursue the proposed position.

Recommendation:

The funding approval and authorization to hire the proposed Eastern Sierra Recreation Coordinator is a Council policy matter. A substantial amount of work has gone into the preparation of the proposed position and Town staff and our partners are ready to proceed with Option 1, if so authorized.

Exhibits:

Exhibit A: Eastern Sierra Recreation Coordinator – Position Description

Exhibit B: Compensation Analysis

Exhibit C: USDA Recreation Economy Resource Guide

Exhibit A

Eastern Sierra Recreation Coordinator – Position Description



EASTERN SIERRA RECREATION COORDINATOR

Salary Range: Executive (\$68,000 - \$83,300)

Exempt, At-Will

INTRODUCTION

The position is an employee of the Town of Mammoth Lakes but by contract between the Town and Mono County, will also provide services on behalf of the Town to the County, as described below. While much of the work provided by this position will benefit the Town and the County, through benefit to the region generally, specific projects or tasks may be assigned solely by the Town or by the County for the respective benefit of each. It is expected the position will spend an average of 2/5 of their time engaged in projects and work requested by the County and an average of 3/5 of their time engaged in projects requested by the Town. These ratios may also be satisfied through time spent on projects and work requested by both entities.

DEFINITION

To coordinate engagement efforts between the Town of Mammoth Lakes, Mono County, and Federal Land Management Agencies (Inyo National Forest, Humboldt-Toiyabe National Forest, and Bureau of Land Management), and other agencies on short, medium, and long term planning and implementation efforts involving public lands. To facilitate, expedite, and enable an efficient and productive working relationship between federal, state, county, municipal, and other non-agency partners.

SUPERVISION RECEIVED AND EXERCISED

Position reports directly to the Town of Mammoth Lakes Town Manager, or designee. Specific Mono-County work assignments to be directed and coordinated by the Mono County Administrative Officer, or designee. Satisfactory work performance will be based in part on feedback from the County to the Town regarding the position's work performance requested by the County or performed for or on behalf of both the Town and the County.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Duties may include, but are not limited to:

General

- Work with Town, County, USFS, and BLM staff, and elected officials (as appropriate) to identify areas of need related to land management and recreation.
- Coordinate inter-agency land management and recreation programs and projects with consideration for multiple agencies and partner's needs; identify and process agreements necessary for the coordination of such projects and programs.



- Facilitate the application, issuance, renewal, and updating of agreements, contracts, and special use permits including but not limited to, infrastructure permits; road permits; multi-use pathway permits; film and media permits; and other related infrastructure permits.
- Represent the Town of Mammoth Lakes, Mono County, USFS, and other partners at various public events and meetings related to trails and recreation; facilitate public outreach efforts; make public presentations as necessary.
- Participate in detailed trail planning, design, and construction.
- Assist with the management of third party environmental analysis where appropriate.
- Identify and pursue funding opportunities on behalf of all partners.

Mono County

- Develop, coordinate, and facilitate the implementation of recreational priorities and long-term regional recreation strategies and initiatives for Mono County.
- Organize available labor resources such as volunteers and inmate workforces to assist with identified recreational priorities.
- Identify and pursue grant opportunities for related projects and programs.
- Compile existing work from Mono County's Community Development Department on wayfinding; coordinate and contribute to the regional wayfinding system.
- Coordinate available recreation activities, facility conditions, and projects with the marketing efforts of the Mono County Economic Development Department.
- Develop relevant interpretive materials and programs.

QUALIFICATIONS

Knowledge of:

- USFS special uses permitting processes and procedures.
- Working knowledge and experience with contemporary technology such as GIS, GPS, and various other related software applications.
- Processes and procedures involved in trail planning, design, and construction.
- Complex recreation programs including but not limited to developed recreation; campgrounds, day-use sites; visitor information; dispersed recreation; OHV/OSV; trails; wilderness; ski areas; media and film permitting processes.
- Environmental review processes including NEPA and CEQA and other pertinent federal, state, and local laws, regulations, and policies.
- Principles of project management, planning, and implementation.
- Principles of grant writing and tracking.
- Occupational hazards and standard safety precautions.



Ability to:

- Understand and carry out oral and written directions in accordance with established timelines.
- Work independently in the absence of supervision.
- React with good judgment in emergency situations.
- Establish and maintain effective working relationships with those contacted in the course of work.
- Travel between various work sites within the Eastern Sierra.
- Perform fieldwork requiring hiking over steep and rough terrain, OHV activities, and winter fieldwork including backcountry activities and OSV.

Experience and Training:

A combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

Experience:

Three years of increasingly responsible experience in the facilitation and implementation of recreational infrastructure projects and programs is required. Experience working with federal agencies in the development and management of land-use permits is preferable.

Education

A Bachelor's degree from an accredited university with major coursework in Planning, Geography, Land-Use Management, or a related field is required.

Licenses:

Must have (or receive within state required time frame) a valid State of California Class C Driver's License with an acceptable driving record and pass an appropriate background check prior to the hire date.

TOOLS AND EQUIPMENT USED

Use of standard office equipment including a personal computer, phone, copy and fax machine, and various graphic design tools. Use of a motor vehicle and a variety of hand tools used in trail construction and maintenance. Occasional use of power equipment and small pieces of motorized equipment may be used for related trail work.

PHYSICAL DEMANDS



The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to talk, hear, sit, stand, use hands to finger, handle, feel and operate objects, tools and controls, and reach with hands and arms. The employee must frequently lift and/or move up to 40 pounds and occasionally lift and/or move up to 75 pounds. Ability to spend extended periods of time hiking in various terrain is required. Hand-eye coordination is necessary to operate computers, various pieces of office equipment, and trail maintenance and construction tools. Specific vision abilities required by this job include close vision, distance vision, peripheral vision, depth perception, and the ability to adjust focus. Ability to work at altitude in an outdoor setting is required.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed both within an office setting and outside in various weather conditions, which may include extreme cold, windy, wet, and wintery conditions. The employee is occasionally exposed to wet and/or humid conditions or airborne particles including dust and pollen and similar particulates. Employee will frequently be exposed to risks associated with rugged topography and adverse weather conditions. The noise level in the work environment is usually quiet in the office to loud in the field.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Exhibit B
Compensation Analysis

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Compensation Analysis - Eastern Sierra Recreation Coordinator

Classic Employee with Maximum Health Premium (starting at bottom of the range)

Position	Min	Max	Total Annual Cost*	Mono County (fixed)	Mono County (40%)**	TOML
Eastern Sierra Recreation Coordinator						
Year One	68,000	83,300	131,822	50,000		81,822
					52,729	79,093
Year Two	71,400	83,300	136,795	50,000		86,795
					54,718	82,077
Year Three	74,970	83,300	142,014	50,000		92,014
					56,806	85,208
TOML Three-Year Cost with Fixed County Contribution						\$260,631
TOML Three-Year Cost with 40% County Contribution						\$246,379
Police Officer	73,840	89,753	176,281			
Public Works Maintenance Worker	40,760	57,353	94,434			
Parks Maintenance Worker	35,458	49,894	86,287			
Temporary Snow Removal Operator	22.92	26.53	24,019			
Temporary Parks Maintenance Worker	15.51	17.96	16,254			

PEPRA Employee with Emp+1 Health Premium (starting at bottom of the range)

Position	Min	Max	Total Annual Cost*	Mono County (fixed)	Mono County (40%)**	TOML
Eastern Sierra Recreation Coordinator						
Year One	68,000	83,300	122,208	50,000		72,208
					48,883	73,325
Year Two	71,400	83,300	127,003	50,000		77,003
					50,801	76,202
Year Three	74,970	83,300	132,035	50,000		82,035
					52,814	79,221
TOML Three-Year Cost with Fixed County Contribution						\$231,246
TOML Three-Year Cost with 40% County Contribution						\$228,748
Police Officer	73,840	89,753	163,839			
Public Works Maintenance Worker	40,760	57,353	80,918			
Parks Maintenance Worker	35,458	49,894	73,037			
Temporary Snow Removal Operator	22.92	26.53	24,019			
Temporary Parks Maintenance Worker	15.51	17.96	16,254			

* Total annual cost includes all regular Town benefits, Medicare, workers' comp insurance, unfunded liability etc. and excludes potential 2% COLAs.

** Assumes a 40/60 split. Could increase or decrease based on Mono County's funding.

Exhibit C

USDA Recreation Economy Resource Guide

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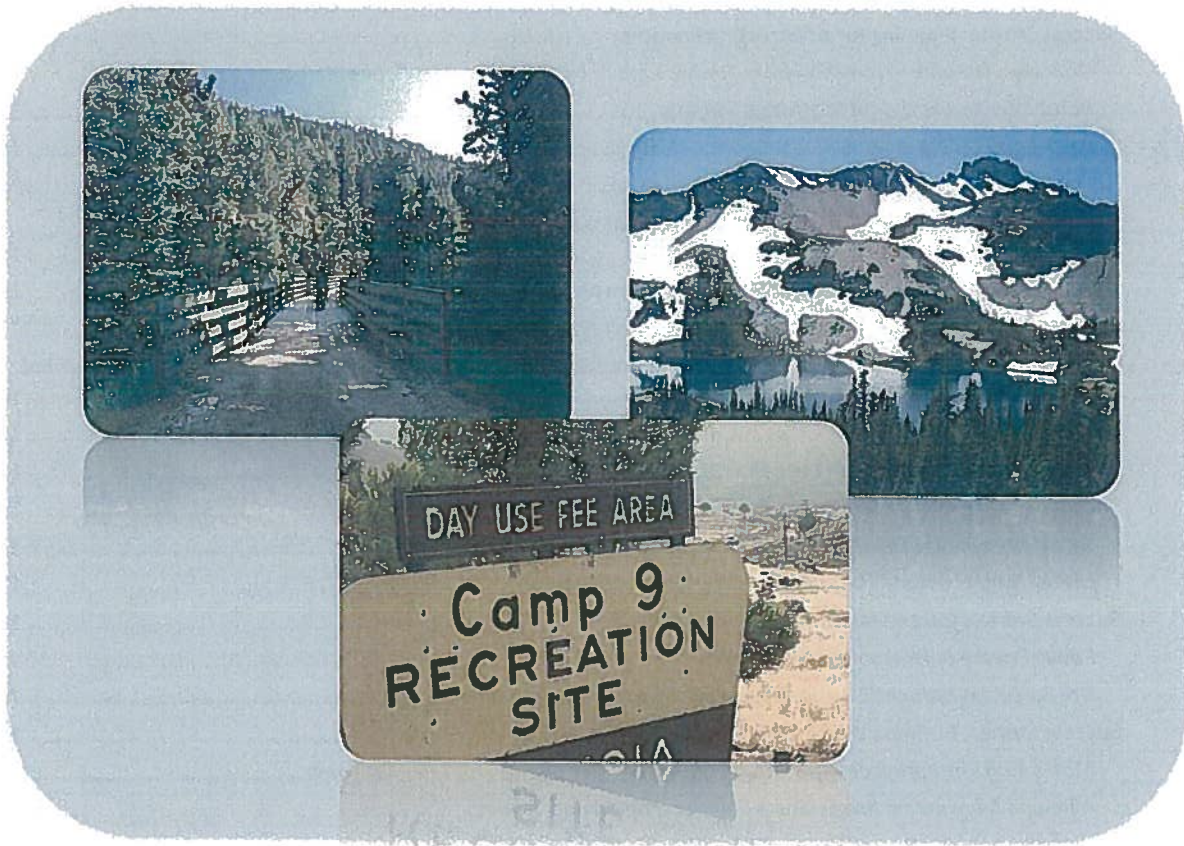
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United States Department of Agriculture

Recreation Economy Resource Guide

*For USDA Forest Service, Rural Development and
National Institute for Food and Agriculture Field Staff*



*Photos courtesy Christine Sorensen, USDA Rural Development,
Lance Cheung, USDA Photography and USDA Forest Service.*



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BACKGROUND

USDA's 2014-2018 Strategic Plan emphasizes rural economic development and forest conservation. Restoring watershed and forest health is central to USDA's efforts in our national forests and grasslands. Watersheds and forests also serve as important economic drivers for adjacent rural communities. Jobs and businesses in natural resources management, stewardship and restoration, agri-tourism, hospitality, renewable energy and other sectors that strengthen the distinctive character and vibrancy of the surrounding area offer opportunities for these nearby communities.

Growing and maintaining a healthy recreation sector that benefits local residents over the long term requires balancing natural resource management, conservation efforts, infrastructure investment, business development, and many other factors. It also necessitates active stakeholder engagement, a robust understanding of potential challenges and opportunities, collaboration among various levels of government and landowners and a strong plan for the region's future. These efforts present unparalleled economic opportunities—to revitalize main street, preserve cultural heritage, support entrepreneurship and small business growth, reinvest in communities and more.

The National Forest System Trails Stewardship Act, understanding the economic value of national forests and the importance of strategic partnerships to efficiently use of existing resources to support recreation economy, directs the Secretary of Agriculture to increase the role of volunteers and partners in National Forest System trail management. The importance of strategic partnership and coordination and tracking impact is also highlighted in the revised 2012 Forest Service Planning Rule, the 2016 Outdoor Recreation Jobs and Economic Impact Act and 2016 Native Tourism Act.

USDA's Forest Service (FS), Rural Development (RD), and the National Institute for Food and Agriculture (NIFA) have developed this resource guide for field staff use to improve the coordination of delivery of assistance.



PURPOSE

This guide will help FS, RD and NIFA employees in the field:

- Understand agency roles in supporting recreational economy
- Leverage each other's expertise and planning, financing and training programs
- Cross-promote success stories and best practices.



RECREATIONAL ECONOMY FACT SHEET

Building recreation economy is one of USDA's top priorities. USDA has enrolled a record number of private working lands in conservation programs and implemented new strategies—such as landscape-scale efforts—to restore our forests and clean our water supply. Through economic development investments, USDA is also supporting the creation of private-sector jobs protecting and rehabilitating our forests and wetlands, and providing increased opportunities for outdoor recreation.

America's 193 million acres of public forests and grasslands supply drinking water for 60 million Americans, support approximately 200,000 full and part time jobs and contribute more than \$13 billion to local communities each year. At the same time, new conservation markets are enhancing the value of our nation's farmlands, while also supporting conservation practices, improving farmers' bottom line and ensuring a cleaner planet for our next generation.

Outdoor recreation is an economic powerhouse in the United States; each year generating \$646 billion in consumer spending and 6.1 million direct jobs. In many rural places, hunting, fishing and wildlife watching have boosted rural tourism, spurred business growth and contributed to strong land value gains. The brightest prospects, though, still lie ahead. Rural communities fortunate enough to have other amenities to complement their natural resource base are in the best position to reap new economic benefits from this booming industry.

The National Forests and grasslands provide the greatest diversity of outdoor recreation opportunities in the world, connecting people with nature in an unmatched variety of settings and activities. Opportunities include hiking, biking, horse riding, driving off-highway vehicles, picnicking, camping, hunting, fishing, navigating waterways, viewing wildlife and scenery and exploring historic places. Visitors can glide through powder at world class alpine resorts and challenge themselves on primitive cross-country ski or snowmobile routes.

Outdoor recreation is fun—and so much more. It provides physical challenges, requires development of life-long skills, provokes interest and inquiry and inspires wonder and awe of the natural world. It contributes greatly to the physical, mental, and spiritual health of individuals, bonds family and friends, instills pride in heritage and provides economic benefits to communities, regions and the nation. Indeed, outdoor recreation is an essential part of our American culture.

Trails and greenways create opportunities in construction and maintenance, rentals (e.g., bicycles, kayaks and canoes), services (e.g., shuttle buses and guided tours), historic preservation, restaurants and lodging. Today, community leaders and planners are using trails as important parts of their overall strategies for economic revitalization to build and strengthen local businesses.



U.S. FOREST SERVICE FACT SHEET

The U.S. Forest Service's (FS) mission is to sustain the health, diversity and productivity of the nation's forests and grasslands to meet the needs of present and future generations. FS is a multi-faceted agency that manages and protects 154 national forests and 20 grasslands in 43 States and Puerto Rico. FS consists of an elite wildland firefighting team, the world's largest forestry research organization and experts who provide technical and financial help to a variety of stakeholders to help protect and manage privately owned forests and associated range and watershed lands. FS is divided into four levels.

Headquarters

The Washington Office is led by the Chief, who reports to the Under Secretary for Natural Resources and Environment. The Chief's staff provides broad policy and direction for the agency, works with the President's Administration to develop a budget to submit to Congress, provides information to Congress on accomplishments and monitors activities of the agency.

Region

FS has nine geographic regions that encompass broad areas. A regional forester oversees each region. Regional office staff coordinate activities between national forests and grasslands, monitor activities on those lands to ensure quality operations, provide guidance for forest plans and allocate budgets to the forests.

Forest Supervisors

Each National Forest has several ranger districts. A forest supervisor directs the work of district rangers and reports to the regional forester. Forest supervisors are responsible for coordinating activities between districts, allocating the budget and providing technical support to each district.

District Ranger

FS consists of more than 600 ranger districts that are each staffed with 10 to 100 people depending on size. Districts vary in size from 50,000 acres to more than 1 million acres. A district ranger leads activities at the district level and reports to the Forest Supervisor. The district ranger directs many on-the-ground activities, including trail construction and maintenance, operation of campgrounds and management of vegetation and wildlife habitat.

How does FS interact with the public?

FS interacts with the public through public meetings and workshops; public comment periods; targeted outreach efforts to Federally recognized Tribes, youth, new audiences, permittees and neighboring landowners; and coordination with State governments and other entities. The local FS office also provides guidance on special use permit authorization (for a permit, lease or easement), both for private and commercial purposes.

How to contact FS Staff

Visit the [Forest Service's website](#) to find FS staff in the closest ranger district. Another possible avenue for collaboration is the office of Cooperative Forestry (within the branch of State and Private Forestry) which works with States, private landowners and other partners to promote healthy forests and livable communities throughout the United States. For more information, and regional offices and contacts, visit the [Cooperative Forestry office](#).



USDA RURAL DEVELOPMENT FACT SHEET

Rural Development's (RD) mission is to increase economic opportunity and improve the quality of life for all rural Americans. That mission touches every facet of rural America throughout the country. RD has more than 40 loan, grant and technical assistance programs to create opportunities in housing, business, and infrastructure. RD serves as a catalyst to improve conditions in rural America by increasing the flow of capital through leveraged partnerships that help make prosperity and better living a reality in rural America.

Rural Development's programs are administered by three agencies:

Rural Housing Service (RHS)

The Rural Housing Service offers a variety of programs to build or improve housing and essential community facilities in rural areas. We offer loans, grants and loan guarantees for single- and multi-family housing, child care centers, fire and police stations, hospitals, libraries, nursing homes, schools, first responder vehicles and equipment, housing for farm laborers and much more. RHS also provides technical assistance loans and grants in partnership with nonprofit organizations, Native American and Alaska Native Tribes, State and Federal government agencies, and local communities.

Rural Business-Cooperative Service (RBS)

The Rural Business-Cooperative Service offers programs to support business development and job training opportunities for rural residents. RBS programs help provide the capital, technical support, educational opportunities and entrepreneurial skills that can help rural residents start and grow businesses or access jobs in agricultural markets and in the bio-based economy.

Rural Utilities Service (RUS)

The Rural Utilities Service administers programs that provide much-needed infrastructure or infrastructure improvements to rural communities, including water and waste treatment, electric power and telecommunications services. All of these services play a critical role in helping to expand economic opportunities and improve the quality of life for rural residents.

How to contact RD staff

RD delivers programs through a network of more than 400 area offices and 47 State offices, a customer service center and finance office in St. Louis, Missouri, and its headquarters in Washington, D.C. Visit RD's website for [national, State and local office contacts](#). [Community Economic Development Leads](#) in each State provide assistance with planning, financing and training projects.



NATIONAL INSTITUTE FOR FOOD AND AGRICULTURE (NIFA) LAND GRANT UNIVERSITIES FACT SHEET

The National Institute for Food and Agriculture (NIFA), part of USDA's Research, Education and Economics mission area, uses an integrated approach to ensure scientific discoveries reach the people who can put them to use. Through partnerships with the Land Grant University System and government, private and nonprofit organizations, NIFA delivers research, education and extension programs that provide solutions to those who need them.

The 1862 Morrill Act created the Land Grant University system to provide individuals in every State opportunities to receive education in agriculture, science, military science and engineering. Land grant universities provide affordable educational opportunities for those lacking extensive financial resources.

Each of the 50 States is home to a Land Grant University. The District of Columbia and 6 U.S. territories also have Land Grant institutions. The 1890 Morrill Act extended the Land Grant system to include 18 separate land grant institution for African-American students. Further, in 1994, 29 Tribal colleges and universities became Land Grant Institutions. This number has since expanded to 32. [Access NIFA's map of all land grant colleges and universities.](#)

Cooperative Extension System

The 1914 Smith-Lever Act expanded the mission of the land grant university system, creating the Cooperative Extension System. The Extension System has broad resources to help with planning associated with the recreational economy. A national network of Extension professionals has worked to bring resources to a single website for easy cross-State sharing. Visit the online network, [National Extension Tourism \(NET\)](#), for a multitude of resources.

Regional Rural Development Centers

There are four [Regional Rural Development Centers](#) that link the important work done at extension centers within their respective 12-13 State regions. These centers help connect initiatives to expertise within the region to provide specific technical assistance. For example, through the [Stronger Economies Together](#) initiative, the Southern Regional Development Center serves as the conduit for Land Grant Universities in partnership with USDA Rural Development to provide regional economic development technical assistance to communities across the nation.

A few examples of Extension's work with the recreation economy are below. Communities considering economic development options may find additional resources by reaching out to their [local Extension Service and/or their respective Regional Rural Development Centers](#) for help.

- [Nature Tourism Development](#), Texas A&M University
- [Vermont Tourism Research Center](#), the University of Vermont
- West Virginia University Extension Service [Community Resources and Economic Development](#)
- North Carolina State University [Tourism Extension Program](#)
- University of Tennessee Extension, Center for Profitable Agriculture [Agritourism Program](#)
- University of California Cooperative Extension [Agritourism Conversations](#)
- [National Extension Tourism](#).



AREAS FOR COLLABORATION FOR FS, RD, NIFA/LAND GRANT UNIVERSITIES

In order to sustainably manage the National Forest System, while bringing economic opportunities to forest-adjacent communities, FS, RD and NIFA/Land Grant Universities have many opportunities to partner. Here are examples:

Planning

In 2012, FS updated its land management planning requirements with a new Planning Rule. Because of the importance of sustainably managing the National Forest System with the help of the public and other stakeholders, this rule emphasizes FS's responsibility to engage with the public and to work more closely with State, local and Tribal governments when national forest managers amend or revise their land management plans. Economic impact analysis and planning is an important component of the planning process. Since RD, NIFA and Land Grant Universities have the expertise and vested interest in economic development, the agencies can coordinate and collaborate at various stages of planning and implementation processes. For example, land management planning efforts can be coordinated with overlapping regional economic development planning technical assistance efforts that RD and NIFA/Land Grant Universities provide. Partnerships built early in this manner can also support coordination efforts at the implementation stage.

Financing for Infrastructure and Business Development

RD has a loan portfolio of almost \$216 billion that is financing infrastructure and business development projects. RD has staff in every State to provide grants, loans, and loan guarantees that help rural communities become stronger and more vibrant. RD is an agency that continues to create job opportunities in rural America through investments in rural businesses and cooperatives. At the same time, RD provides loans, grants and loan guarantees to support reliable and necessary services such as water, energy, housing, broadband, schools and hospitals. Collectively, these investments support families that call rural areas home. RD is focused on leveraging the strengths of rural areas, building new markets to increase regional competitiveness and continuing to expand investment opportunities that create prosperous, sustainable communities.

Training and Outreach

The agencies can continuously collaborate to cross-promote best practices and success stories that have supported the growth of recreation economy through webinars, toolkits, success stories, and other promotion avenues.

FACTORS TO CONSIDER IN BUILDING RECREATION ECONOMY

The following factors should be considered when supporting communities in developing and implementing a regional plan that supports or incorporates recreational economy:

- **Connect local and regional community and economic development planning and natural resource planning.** A successful recreation economy requires the integration of policies and projects taking place both within forests and natural areas and in adjacent communities.
- **Identify critical issues.** Public concerns, natural resource management challenges, assets, opportunities and threats should all be identified through collaborative stakeholder involvement.
- **Meet legal and regulatory requirements.** There are numerous Federal, State and local laws and regulations regarding use of natural resources. Notably, the 1969 National Environmental Policy Act established the President's Council on Environmental Quality and the requirement for environmental assessments and environmental impact statements for any project receiving Federal funding.
- **Implement best available practices.** It is both a legal requirement and professional imperative to duly consider the best available science and expertise in the planning process and plan implementation.
- **Incorporate "SMART" goals and strategies.** A SMART goal is one that is specific, measurable, assignable, realistic and time-based. The clear objectives and direction laid out by SMART goals and strategies are most likely to result in meaningful progress.

- **Be inclusive.** Any economic or community development plan should involve actions that convene stakeholders, government agencies, educational institutions, community-based organizations, natural resource managers, environmental and other nonprofit groups and the private sector.
- **Be clearly assigned.** Assign the plan's recommended actions to specific responsible parties, and hold those parties accountable for implementing their items. Responsible parties should periodically evaluate and report to the public and relevant leadership on progress and accomplishments to date, factors affecting the plan's implementation and changes pending or made to the approved plan.
- **Be responsibly budgeted.** Specify plan implementation costs and identify funding sources. In this way the plan is a tool to prepare and justify annual budgets, allocate budgets, guide annual work priorities and facilitate the scheduling and sequencing of projects.

The "[Triple Bottom Line](#)" (TBL) approach helps all parties think not just about economically sustainable businesses, but also businesses that strive for environmental and social sustainability. (Sustainability experts coined the term, which originates from the accounting sector. Bottom line refers to profits or losses, usually recorded at the very bottom line on a statement of revenue and expenses.) The TBL approach to business planning and financing asks the user to consider a range of factors on how to conduct and grow successful businesses and add value to their surrounding community. It may also help identify niche businesses that might be overlooked when profit is the only consideration.

Some examples of issues to consider, using TBL standards, when identifying a loan candidate in a recreation economy-linked are:

- Numbers and impacts of the end users
- Benefits for the local community and businesses
- Working with socially and environmentally responsible suppliers
- Whether the business will hire local employees(perhaps those with disabilities or other underemployed groups) and pay employees a living wage
- How day to day operations will impact the natural environment (will they recycle or use renewable energy? How will they dispose of waste and water?)
- Whether the business plans to use a portion of its income to invest back into the community and/or natural or cultural resources.

While there is no universal method for measuring TBL standards, FS, RD, and NIFA field staff are encouraged to consider the factors mentioned above when identifying potential business opportunities.

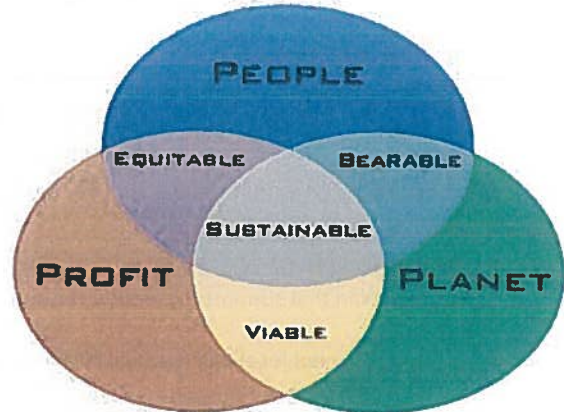


Figure 1: Triple Bottom Line—Balance Between Nature, People and Economic Impacts

FINANCING SOURCES SUPPORTING RECREATIONAL ECONOMY

This section lists RD and FS programs that can support technical assistance, infrastructure and business development as well as conservation/easement projects. FS, RD and NIFA field staff are encouraged to use this list to explore cross collaboration opportunities under each of these programs or to provide guidance to community partners on available support resources.

FINANCING TECHNICAL ASSISTANCE

RD technical assistance resources can be used for regional economic development planning, conducting project development feasibility studies, developing training programs or sustainably managing infrastructure.

Program	Agency	Eligible Applicants	Authorized Purposes	Typical Funding Amount
<u>Stronger Economies Together (SET)</u>	RD	Two or more counties with 70% land area or 51% population in rural areas.	Technical assistance for regional economic development planning.	Technical assistance
<u>Local Food Local Places (LFLP)</u>	RD and partner agencies	Agricultural businesses, Agricultural cooperatives, Producer networks, Producer associations, Community Supported Agriculture (CSA) networks, Community Supported Agricultural associations, Local government, Non-profit organizations, Producer network, Public benefit corporations, Tribal Governments, Regional farmers authorities	Technical assistance to create walkable, healthy, economically vibrant neighborhoods through the development of local food systems and natural resource amenities. Helps gateway communities to national forests revitalize and attract visitors to their downtowns.	Two types of projects are offered: Planning Grants: \$25,000-\$100,000 Implementation Grants: \$100,000-\$500,000
<u>Community Facilities Loans and Grants</u>	RHS	Public bodies, community-based nonprofit corporations, Federally recognized Tribes.	Improve, develop, or finance essential community facilities for rural communities in rural areas and cities and towns of 20,000 or less.	Grants: \$15,000-\$50,000 Loans: \$100,000-\$5 million
<u>Water and Waste Loans and Grants</u>	RUS	State and local government entities, private nonprofits, Federally recognized Tribes.	Build, repair and improve public water systems and waste collection and treatment systems in rural areas and cities	Long-term, low-interest loans. Grants may be available to keep user costs reasonable.



			and towns of 10,000 or less.	
<u>Rural Business Development Grants</u>	RBS	Towns, State agencies, nonprofit corporations, authorities, Federally recognized Tribes, rural cooperatives.	Targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas.	\$10,000-\$500,000
<u>Rural Cooperative Development Grant</u>	RBS	Nonprofit organizations, institutes for higher learning (universities).	Provide support to centers for cooperatives. Eligible work plans can include trail development/maintenance, feasibility studies, marketing, lodging development, business development, strategic planning.	Maximum-\$200,000

FINANCING CONSERVATION, EASEMENT AND CULTURAL RESOURCE MANAGEMENT RESOURCES

Both RD and FS have support programs for conservation and easement programs.

Program	Agency	Eligible Applicants	Authorized Purposes	Typical Funding Amount
<u>Rural Business Development Grants</u>	RBS	Towns, State agencies, nonprofit corporations, authorities, Federally recognized Tribes, rural cooperatives.	Targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas.	\$10,000-\$500,000

FINANCING INFRASTRUCTURE DEVELOPMENT

RD has loan and grant programs that can be used to support rural infrastructure projects such as broadband, water and waste, and community facilities.

Program	Agency	Eligible Applicants	Authorized Purposes	Typical Funding Amount
<u>Community Facilities Loans and Grants</u>	RHS	Public bodies, community-based nonprofit corporations, Federally recognized Tribes.	Improve, develop, or finance essential community facilities for rural communities in rural areas and	Grants: \$15,000-\$50,000 Loans: \$100,000-

			cities and towns of 20,000 or less.	\$5 million
<u>Water and Waste Loans and Grants</u>	RUS	State and local government entities, private nonprofits, Federally recognized Tribes.	Build, repair and improve public water systems and waste collection and treatment systems in rural areas and cities and towns of 10,000 or less.	Long-term, low-interest loans. Grants may be available to keep user costs reasonable.
<u>Community Connect Grants</u>	RUS	Most State and local governments, Federally recognized Tribes, nonprofits, for-profit corporations.	Helps fund broadband deployment into rural communities where it is not yet economically viable for private sector providers to deliver service.	Minimum: \$50,000 Maximum: \$1 million Amounts are published in Notices of Funding Availability and may vary.
<u>Telecommunications Infrastructure Loans and Loan Guarantees</u>	RUS	State and local government entities, Federally recognized Tribes, nonprofits, for-profit businesses.	Financing to construct, maintain, improve and expand telephone service and broadband in rural areas.	Refer to the rules for loan and terms and conditions.

FINANCING BUSINESS DEVELOPMENT

The following RD business programs support the creation of new businesses or longevity of existing ones.

PROGRAM	Agency	Eligible Applicants	Authorized Purposes	Typical Funding Amount
<u>Business and Industry Guaranteed Loans</u>	RBS	Lenders: Banks and credit unions Borrowers: For-profit businesses, nonprofits, cooperatives, Federally recognized Tribes, public bodies, individuals.	Business conversion, enlargement, repair, modernization or development; purchase and development of land, easements, rights-of-way, buildings or facilities.	\$1 million-\$25 million
<u>Rural Business Development Grants</u>	RBS	Towns, State agencies, nonprofit corporations, authorities, Federally	Targeted technical assistance, training and other activities	\$10,000-\$500,000



		recognized Tribes, rural cooperatives.	leading to the development or expansion of small and emerging private businesses in rural areas.	
<u>Rural Economic Development Loans and Grants</u>	RBS	Former RUS borrowers, nonprofit utilities, current RUS borrowers.	Funds business incubators, community development assistance to nonprofits and public bodies, start-up venture costs and business expansion.	Grants: Up to \$300,000 Loans: Up to \$1 million
<u>Rural Microentrepreneur Assistance Program</u>	RBS	Organizations eligible to become Microenterprise Development Organizations including nonprofits, Federally recognized Tribes, higher education institutions	Microloans for microenterprise startups and growth through rural microloan revolving funds.	\$50,000-\$500,000
<u>Intermediary Relending Program</u>	RBS	Nonprofits, cooperatives, Federally recognized Tribes, public agencies.	Provides 1% low-interest loans to local intermediaries that re-lend to businesses and for community development projects in rural communities.	Up to \$2 million for the first financing; \$1 million at a time thereafter; total aggregate debt may not exceed \$15 million.



SUCCESS STORIES: PLANNING FOR A RECREATION ECONOMY

OAKRIDGE, OREGON—TRANSITION FROM TIMBER EMPIRE TO MOUNTAIN BIKE CAPITAL

Historically dependent on the timber industry, the communities of Oakridge and Westfir identified the increasing popularity of its trails by mountain bikers as a saving grace to their economies when approximately 1,600 jobs were lost following the closure of local saw mills. Through partnerships with the Forest Service, trail groups, bicyclists, hikers and equestrians, and the community at large, the [Oakridge-Westfir Community Trails Plan](#) was developed in 2008. USDA Rural Development supported regional infrastructure and business development through its Water and Waste Disposal Loan Program, Business and Industry Guaranteed Loan Program and Intermediary Relending Program. The community has successfully marketed the location to a specific type of recreation, helping small businesses supporting this industry thrive, as well as attracting an increasing number of new residents and tourists. For example, one major mountain bike event alone generated more than \$1 million in visitor spending. In 2011, the International Mountain Bicycling Association designated Oakridge as one of its first Silver-Level Ride Centers; Oakridge achieved gold status in 2015. Through local leadership and partnerships with volunteer groups, the region is planning to keep stewarding existing trails and connecting the trail systems with nearby recreations areas.

RURAL JOBS ACCELERATOR IN SOUTHWEST VIRGINIA

The Appalachian Spring initiative in Southwest Virginia (SWVA) established two goals to impact the region: to brand SWVA as an international outdoor recreation destination and create an outdoor recreation industry. Through this 3-year project, the region has developed stakeholder groups committed to making improvements in eight key outdoor recreation anchor areas, developed plans to connect communities to their natural assets, developed a regional destination brand, and supported more than 130 entrepreneurs. Appalachian Spring worked with eight communities to revitalize their downtowns into outdoor recreation gateways. Partnerships with local planning districts, State and Federal agencies, individual communities and other nonprofits have been essential to success.

LOCAL FOOD LOCAL PLACES IN FOREST COUNTY, PENNSYLVANIA

[Forest County, Pennsylvania](#), received technical assistance through [Local Food Local Places](#) in 2015 to develop a plan to renovate the Marienville Depot and make it a regional trail hub with a micro-retail business incubator and a rail trail connected to the Marienville library. Since then, with a grant from Lumber Heritage, the community completed a conceptual drawing of the trail hub and has applied for grants to construct a walking trail, trail connector and a parking lot and station. Jenks Township and community members have committed financial and in-kind contributions to the project. The county is developing a façade improvement grant program for downtown Tionesta, and a community kitchen at the Forest Folk School. The rail corridor was purchased by private developer Headwaters Group of Dubois, promising additional economic development opportunities. For a full list of awarded projects please click [here](#)

FARMERS MARKET PROMOTION PROGRAM IN MONTANA

[Alternative Energy Resources Organization \(AERO\)](#) in Helena, Montana, which received \$100,000 to enhance the Abundant Montana Directory listings and their accessibility, develop a public calendar system for local food events, create a local food marketing campaign, research and collaborate on agritourism, and develop an online agritourism resource. For a full list of awarded projects please click [here](#).

FEDERAL LANDS LIVABILITY INITIATIVE: INCREASING COMMUNITY LIVABILITY THROUGH RECREATION AND ECONOMIC DEVELOPMENT

The [Federal Lands Livability Initiative](#) was launched in 2013 to improve the livability of gateway communities—places adjacent to public lands that attract visitors and residents looking for unique recreational and cultural experiences. The Conservation Fund, a national nonprofit organization focused on ensuring that conservation works for America's



communities, collaborated with the Federal Lands Livability Workgroup, comprised of the Federal Highway Administration, the U.S. Fish and Wildlife Service, the National Park Service and other land management agencies to engage four pilot communities in Colorado, Michigan, Oregon and South Carolina.

In Sweet Home, Oregon, recommendations on how to strengthen livability led to several action plans and on-the-ground results. The community expanded the existing bus transit system used by workers, college students and senior citizens to provide weekend transit service from the city to summer recreation areas. In addition, the Forest Service and more than 30 private and public groups signed a declaration of cooperation to create the South Santiam Community Forest Corridor, a community recreation destination with a network of trails as well as maintain the working forest landscape. The group is also working with local Tribes to protect the privately owned Cascadia Cave that has early Native American wall paintings and has been used as a gathering place for thousands of years. The region is also seeking to meet the needs of all residents and visitors through additional economic opportunities to address the community's high rate of under-resourced people. Ten percent of Sweet Home's population relies on social services, and a sizable number of youth are homeless.

STRONGER ECONOMIES TOGETHER REGIONS—NORTHERN NECK, VIRGINIA

Through [Stronger Economies Together](#), a USDA funded technical assistance program, Eastern Virginia's Northern Neck, an Economic Development Administration-designated Economic Development District, developed a 5-year regional economic development plan. Building entrepreneurship and sustainable tourism, improving infrastructure and jobs skills were the main goals identified in the plan. Since then, through funding obtained from RD's RBDG program, the region has established the VA Watermen Heritage Tour Program to assist watermen and women improve their entrepreneurial skills and encourage business development. The [Northern Neck Artisan Trail](#) was also established in partnership with the Artisan Center of Virginia to form strategic alliances with artisans, venues, galleries and retailers across the State, while connecting points of interest, restaurants, and accommodation locations in the related communities to boost regional tourism. Through USDA and other partner funding, the region is implementing downtown revitalization projects in Montross and Colonia Beach to create cultural hubs in downtown areas. Since 2013, the Northern Neck region has leveraged more than \$17 million in Federal, State and private resources to implement its vision, and has seen a 2.7 percent increase in tourism related employment.

PARTNERING WITH HIGHER EDUCATION TO DEVELOP CERTIFICATION PROGRAM—HAWAII ECOTOURISM ASSOCIATION

In 2013, to promote sustainable tourism, the [Hawaii Ecotourism Association \(HEA\)](#), a nonprofit, collaborated with the University of Hawaii at Manoa to develop a sustainable tour certification program. In 2016, the Hawaii Tourism Authority recognized HEA's success and funded efforts to triple the number of operators in the certification program. HEA began including tours of agricultural operations in the program because agritourism is important across the State to help ag producers increase the profitability of their operations. Additionally, the International Union for the Conservation of Nature (IUCN) is considering ways to improving ecotourism standards to help ensure sustainability as a long-term outcome. Alaska and Hawaii are the only States in the U.S. with certification programs for businesses in the tourism sector.

PARTNERING WITH HIGHER EDUCATION TO MANAGE CONFLICT WITH SCIENCE—THE GREEN MOUNTAIN, VERMONT NATIONAL FOREST

When the Green Mountain National Forest was revising its Forest Plan in 2002, University of Vermont Extension assisted with the planning process by facilitating opportunities for public input. To ground the discussions in science, a series of meetings on different topics were organized where leading scientists presented the latest research and addressed questions from the public. The topics of wildlife, acid deposition, and silviculture were selected because they were especially controversial aspects of the Forest Plan. Research on the impacts of the public meetings indicate that participants gained a better understanding of the subject matter discussed and some shifts in perspective occurred. Direct interaction with scientists appeared to be a key component of participant learning. Given the need for credible science in policy and planning processes, this research has important implications for management of stakeholder engagement. (More information is available in the journal article: Chase, L.C., K. Norris, and C. Ginger. 2008. *Does science matter? Resource planning in the Green Mountain National Forest. Society and Natural Resources* 21(4):345-353.)



LOCAL, STATE, FEDERAL PARTNERSHIPS IN CHEROKEE NATIONAL FOREST, TENNESSEE

Surrounded by 360 degrees of mountain views, Unicoi County, Tennessee is known as the “Valley Beautiful.” It is host to the Cherokee National Forest, the Appalachian Trail and whitewater paddling. Not too long ago the community was divided about the possibility of additional conservation of the largest unprotected tract of land in the Southern Appalachians; 9,800 acres of scenic wilderness known as [Rocky Fork](#). With the assistance of the Conservation Fund and its [Balancing Nature and Commerce](#) training and technical assistance, local leaders embraced a new course, realizing how Rocky Fork’s natural assets could lead to additional economic opportunities by establishing the region as a nature-based recreation and tourism destination. Along the way, the community and the National Forest transformed their relationship, recognizing their shared interest in cultivating success for the region.

The results included FS’s action to work with the county on revitalizing a popular mountain overlook, improving access to recreational facilities and natural features and sponsoring community events including running and mountain bike races on public lands. Simultaneously, the county encouraged entrepreneurship, with early successes including a farmers market, a welcome center that houses the [Tanasi Artisan Center](#) where local artists sell their wares and a community kitchen for aspiring businesses. In October 2012, Tennessee Governor Bill Haslem and Senator Lamar Alexander announced that the final 2,000 acres of the Rocky Fork property would become Tennessee’s newest State park, further coupling conservation with additional economic opportunity for the community.

WESTERN JUNIPER ALLIANCE IN OREGON

Over the last 100 years, a lack of management has turned the native Western Juniper into an aggressive invasive that threatens the health and wellbeing of Oregon’s rangelands and the communities and wildlife that depend on them. From an ecological perspective, there is strong agreement that this invasive tree needs to be removed from public and private lands. But harvesting Juniper also has tremendous potential to create jobs and provide new economic opportunities to the timber and wood products industries throughout the State. In July 2013, Oregon Governor John Kitzhaber launched the Western Juniper Alliance (WJA), a collaborative effort managed by Sustainable Northwest. WJA has coordinated with over 50 government partners, business leaders and other organizations to create jobs in Juniper supply and market chains in rural communities.

With the help of RD business grants, this collaborative effort has turned a challenge into an opportunity for restoration and economic growth. USDA funding supported initial founding and organizing, market and supply chain development, product testing and network coordination. WJA now sustains restoration, manufacturing and retail businesses employing more than 70 full time and seasonal staff. By using Juniper, these businesses are improving grazing conditions, discouraging the spread of invasive weeds, increasing water supplies, decreasing wildfire risks and restoring habitat for sensitive species, all while creating local jobs.

SUCCESS STORIES: INFRASTRUCTURE DEVELOPMENT TO SUPPORT THE RECREATION ECONOMY

LOCAL PARTNERSHIPS DRIVING RECREATION SUCCESS—MARQUETTE MICHIGAN

Marquette, Michigan, in Marquette County is on the southern shores of Lake Superior. Historically known for mining and shipping iron ore, today Marquette is flourishing as one of Michigan’s premier recreation-based economies. Marquette was listed as one of CBS’s 10 best places to retire in 2012, one of the 10 top mountain bike towns in the U.S. according to the Active Times in 2013, and the 8th best small city (out of 1,300) in America according to Nerdwallet in 2015. With 10 miles of paved trail, Marquette received a silver Bicycle Friendly Community Award from the League of American Bicyclists in 2014.

Besides its natural beauty, water-front location, and four distinct seasons, which maximize year-round appeal, the area has benefited from a core group of knowledgeable, creative, dedicated and passionate advocates who executed a clear vision for their area. The formation of a recreation authority to manage the Iron Ore Heritage Trail, and ongoing collaboration with Travel Marquette, has been critical. Visually distinctive signage along the trail describes the mining heritage of the area and adds unique character to the user experience, contributing to a sense of place among residents and visitors alike. Building relationships with local people and businesses, and actively seeking and showcasing [ecotourism destinations](#), have also contributed to Marquette’s continuing success.



DIVERSIFYING ECONOMY THROUGH TOURISM—TOWN OF THOMAS, WEST VIRGINIA

The remote, rural town of Thomas in West Virginia, a coal-dependent economy since the 1880s, is using tourism to diversify its economy. New Historic Thomas was formed as a nonprofit community group to revitalize the town by preserving its unique history, cultural heritage and resources. The nonprofit began to focus on developing cultural amenities that would complement outdoor recreation opportunities. The cornerstone of the recreational trail opportunities adjacent to Thomas is the Blackwater Canyon Trail. A partnership with the U.S. Forest Service Cheat-Potomac District was established to further development and recreational use of the former rail grade along the Blackwater River. FS is continuing to work with private owners to conduct trail maintenance and promote recreational assets which benefit Thomas and have the ability to attract considerable numbers of recreational trail users.

SUCCESS STORIES: CONSERVATION/EASEMENT INITIATIVES

PUBLIC PRIVATE PARTNERSHIP FOR RESTORATION

USDA and the Coca-Cola Company's ground-breaking partnership achieved an ambitious milestone and is on track to double that commitment by 2018. Through a [partnership](#) between FS, the National Forest Foundation, Coca-Cola and other Federal and local partners, and a total investment of \$4.5 million, restoration of damaged watersheds and meadowlands returned more than a billion liters of water to the National Forest System which provides drinking water to more than 60 million Americans. This project also restored 1200 acres of land and restored and maintained more than 70 miles of trail.

DRY FOREST INVESTMENT ZONE IN OREGON AND NORTHERN CALIFORNIA

The Dry Forest Zone project was a 5-year initiative to support forest stewardship and economic development in eastern Oregon and northern California. With support from RD and the U.S. Endowment for Forestry and Communities, a core team of four organizations collectively leveraged their strengths and networks to take innovations in community-based forestry "to scale." A regional nonprofit organization, two community-based organizations and an applied research group led the project. The project has supported at least 72 full-time equivalent jobs, directly treated 8,843 public and private acres, analyzed 214,350 acres, increased planning efforts on more than 4 million acres, and implemented a number of policies and programs that support sustainable forest stewardship. By working at all levels from local to national, the team not only effected changes at a local level but also transformed larger policy conditions.

SUCCESS STORIES: BUSINESS DEVELOPMENT IN THE RECREATION ECONOMY SECTOR

MOTIVATING ENTREPRENEURSHIP THROUGH CONTEST—"GET ON THE TRAIL" PENNSYLVANIA

In order to encourage and accelerate small business opportunities for business owners and entrepreneurs, the Oil Region Alliance (ORA) of Venango County, kicked off a ["Get on the Trail Business Plan Contest"](#) in May 2015. Following the kick off, ORA provided two training seminars and coordinated a "Best Business Plan" contest in partnership with Clarion University. Prize-winners received cash awards and marketing technical assistance through this initiative. Within the first year of operation, a \$55,000 investment to implement this project leveraged \$205,000 in private investment, \$16,000 in public investment, created 7 jobs, retained 18 jobs and assisted 9 businesses.

A REGION REINVENTING ITSELF—SAINT-RAYMOND REGION OF QUEBEC

The Saint-Raymond region of Quebec, once dominated by the timber industry, is busy reinventing itself as an adventure and ecotourism based economy—but on its own terms. Founded in 2002, [Vallée-Bras-du-Nord](#) is a cooperative of land owners (providing rights of access), local businesses (offering tourism services), and workers (employed in the tourism industry). All three of the co-op's membership classes share a desire for sound management and quality development as the region creates the infrastructure for mountain biking, hiking, snowshoeing, canoeing, kayaking, back-country skiing and camping. The region is one hour north of Quebec City and about five hours from Boston.

More than \$5 million has been invested in building trails, developing hospitality infrastructure, acquiring equipment and staging events. In the process of building infrastructure, the co-op has put community members back to work. Every year they hire a dozen at-risk youth and offer them a few months of work in what the co-op calls "a different kind of school"—



the great outdoors. The youth build and maintain the [trail system](#). Co-op members believe this approach helps the participants adapt to adverse conditions, develop patience, tolerance, discipline, teamwork, determination and perseverance.

USING TECHNOLOGY TO PROMOTE TOURISM—WASHINGTON STATE INSIDER APP

The power of the road trip is alive and well, thanks to a group of students and new technology from a mobile marketing entrepreneur in Washington State. Calling it "[ProjectWA](#)," this group of eighth-graders designed a way to reward people for seeking out and sharing information on historic places around the State. The Washington State Insider app created by the Lopez Island students offers discounted admission to the Washington State History Museum as its user reward. The app went live in June 2016 with nearly 100 sites. Within a month, it had been downloaded nearly 2,000 times, generating significant media attention across the State for both ProjectWA and the off-the-beaten-path rural sites it was designed to promote.

AMERICA'S FIRST AND ONLY SKIER-OWNED MOUNTAIN—MAD RIVER GLEN, VERMONT

Mad River Glen became one of Vermont's first major ski areas back in 1948 when a single chair carried skiers to the top of General Stark Mountain. Ranked by Ski Magazine as the most challenging terrain in the east, its moto boasts, "Ski it if you can." In 1995, skiers came together to remain independent and preserve a brand of skiing that exists nowhere else, forming the [Mad River Glen Cooperative](#) to preserve low skier density, the natural terrain and forests and the friendly community atmosphere. About 1,800 skiers are member-owners of the Mad River Glen Cooperative. Nearly \$4 million has been invested in capital projects, with another \$500,000 planned for the coming five years.

PROMOTING HORIZONTAL LINKAGES TO SUPPORT TOURISM—VIRGINIA

The [Artisans Center of Virginia](#) and [Round the Mountain](#) Southwest Virginia's Artisan Network are using the web to create a network of support to the artisan community, shops and local growers located along scenic roads and mountain vistas, to improve their economic outcomes. According to a 2016 study, artisan visitor spending totaled more than \$250 million, with the average visitor spending \$260 per person per trip. Further, the first Statewide benchmark study reports that nearly 700,000 travelers visit Virginia's artisan attractions and businesses. The Artisans Center of Virginia and Round the Mountain Southwest Virginia's Artisan Network are coordinating efforts to leverage this talent into a recognized and established industry that is connected, branded, promoted and celebrated online and through workshops, training and exhibits. Similarly, the [Crooked Road](#) has created the Heritage Music Trail, a network connecting musician artists across Southwest Virginia.

ECONOMIC VALUE OF RESTORATION ACTIVITIES IN CENTRAL IDAHO

With the help of USDA Rural Development funding, Salmon Valley Stewardship (SVS) conducted an analysis of the economic value of restoration activities in central Idaho. The assessment considered 137 restoration projects accomplished from 2008 to 2013 in the Upper Salmon River Region, as well as 14 conservation agreements in Custer and Lemhi County on working ranches. SVS found that local workers and companies earned more than \$17.2 million of the total \$39.6 million spent on restoration and mining reclamation. The study also concluded that restoration activities directly supported an average of 47 jobs and that the industry in the region has about 14 percent annual growth.

SVS took its initial study findings and produced a form that tracks economic impacts of the emerging restoration and stewardship segment. The form is used by Federal and State agencies, county governments and nonprofits, and the Idaho Departments of Labor and Commerce has committed to analyzing the data and providing annual reports. SVS also created a restoration services directory to help raise awareness of emerging restoration sector businesses in the region. Finally, the firm created a guide describing how the National Forest Service and Bureau of Land Management can affect business entities who rely on abundant public lands, case studies of successful examples from other regions and initial recommendations for a citizen involvement strategy.



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